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**FORT LAUDERDALE POLICE DEPARTMENT**

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**MEMORANDUM # 05-33**

**DATE: July 26, 2005**

**TO: George Gretsas, City Manager**

**FROM: Bruce G. Roberts, Chief of Police**

**SUBJECT: Police Department's Response to SafirRosetti Staffing Study**

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I am pleased to present you with an Action Plan that renews and redoubles our efforts to confront what has been the increase in crime. We are poised now to continue filling existing vacancies and to deploy new hires to active duty over the next several months.

While some debate the numbers and statistical tables in the report, my focus has not wavered. I have proudly served with the men and women of this Department for more than three decades and know them to possess a work ethic and commitment second to none. The staffing study includes a number of recommendations – many of which are incorporated into this Action Plan. Several of the recommendations mirror practices that previously were in place in our Department.

With your support and the continued support of the rank and file, I am confident that we can implement this plan to the benefit of our citizens and return to the days of a declining crime rate.

Attachment

BGR:ru

## **GOALS**

### **Immediate:**

1. Formulate action plan to cease increase in crime trends by:
  - a. Creating an additional Tactical Unit dedicated to combat violent crime trends.
  - b. Incorporate drug enforcement goals.
  - c. Fill 20% of the vacancies in the Investigative Bureau and realign work hours and assignments.
  - d. Distribute detailed Part I Crime information on a daily basis.
  - e. Incorporate COMPSTAT review and accountability on a daily and weekly basis.
  - f. Investigate availability or purchase of individual accountability database.
  - g. Measure decreases in crime on a weekly and monthly basis.
2. Continue on-going emphasis to fill vacancies as quickly as possible.
3. Initiate reimplementation of rank of Lieutenant and explore the use of upgrades to assign current supervisors to suggested positions.
4. Initiate discussions with the union on contract issues of shift pick and off-duty details.
5. Reemphasize and reincorporate proactive approach to quality of life issues; incorporate daily tracking of quality of life issues enforcement.
6. Re-staff evening/night shift detectives.

### **Short Term (within three months):**

1. Halt crime rate increase.
2. Fill Public Safety Grants Coordinator position.
3. Elevate three (3) Captains to Executive Officers reporting to District Majors.
4. Have decision in place regarding 4/10 vs. 5/8 work shifts.
5. Explore the utilization of existing department substations to address decentralization.

### **Long Term (within six months):**

1. Reduce crime by 3%.
2. Have all new police officers hired to this point successfully complete the academy and/or field training.
3. Fill all Records Division vacancies.
4. Have a Lieutenant's job description completed, an RFP for a test with a tentative test date set.
5. Obtain a commitment from BSO regarding assistance with prisoner booking and/or transport.
6. Have agreements in place with the union regarding contract issues on shift pick and off-duty details.
7. Purchase and implement cameras and monitors for Evidence Room.
8. Divide responsibilities of current Administrative Support Captain by creating and filling a separate supervisory position either over recruiting, hiring, backgrounds and training, or budget, payroll, personnel and alarms.

### **1.3.1 Staffing Levels**

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Findings	Recommendations	FLPD Actions																																								
FLPD sworn and civilian authorization levels are <u>generally</u> adequate.	FLPD should not change current authorization levels except as tied to a specific goal-oriented crime reduction strategy: <ul style="list-style-type: none"><li>• Add one Tactical Unit (1 Sergeant and 4 Police Officers) dedicated to combat violent crime trends</li><li>• Add 8 accountable “middle management” positions</li></ul>	<ul style="list-style-type: none"><li>• The Department will formulate a dedicated tactical unit to address violent crime reduction. The unit which will utilize and expand upon existing resources, will eventually consist of 1 captain, 2 sergeants, and 14 officers reporting to the Assistant Chief of Operations. The unit’s activities will be driven by the COMPSTAT process.</li><li>• The Department concurs with the addition of 8 “middle management” positions and will immediately coordinate to implement these positions with the City Personnel Office.</li><li>• Additionally, the Department will work with the City Personnel Office to revise the current civil service rank structure making the Captains rank the highest civil service rank in the Department. The ranks of Major and Assistant Chief will be appointed at will assignments.</li><li>• Further, the Department will work with the City Personnel Office to establish a Deputy Chief of Police position.</li></ul>																																								
FLPD currently has significant vacancies that should be filled as soon as possible: <ul style="list-style-type: none"><li>• Investigative: 19 sworn / 7 civilian</li><li>• Operations: 9 sworn / 19 civilian</li><li>• Support Services: 0 sworn / 13 civilian</li><li>• Office of the Chief: 0 sworn / 2 civilian</li><li>• <b>TOTAL:</b> 28 sworn / 41 civilian</li></ul>	FLPD should fill the vacancies in all bureaus, divisions and units as part of a specific, goal-oriented crime reduction strategy: <ul style="list-style-type: none"><li>• <u>Investigative</u>: new staff should be assigned to night tours (currently understaffed, see below)</li><li>• <u>Operations</u>: new staff should be assigned to currently understaffed patrol tours</li><li>• <u>Support Services</u>: Prioritize filling significant weaknesses in Records (has a ripple effect on entire department)</li><li>• <u>Office of the Chief</u>: Fill significant vacancy of Grants Manager</li></ul>	<p>In July 2005, the Department was given approval to enhance its recruiting and hiring effort by increasing the budget by \$250,000; earlier additional background investigators were assigned. The Department is aggressively working to fill the remaining 26 vacancies.</p> <p><b>CRIMINAL INVESTIGATIONS DIVISION (CID)</b></p> <table><tr><th></th><th>Budgeted</th><th>Actual</th><th>Vacant</th></tr><tr><td>Sworn Detectives</td><td>65</td><td>44</td><td>21</td></tr><tr><td>Sworn School Resource Officers</td><td>6</td><td>6</td><td>0</td></tr><tr><td>Sergeants</td><td>9</td><td>8</td><td>1</td></tr><tr><td>Civilian</td><td>28</td><td>23</td><td>5</td></tr><tr><td>Captain</td><td>1</td><td>1</td><td>0</td></tr></table> <p><b>SPECIAL INVESTIGATIONS DIVISION (SID)</b></p> <table><tr><td>Sworn Detectives</td><td>44</td><td>32</td><td>12</td></tr><tr><td>Sergeants</td><td>6</td><td>6</td><td>0</td></tr><tr><td>Civilian</td><td>6</td><td>5</td><td>1</td></tr><tr><td>Captain</td><td>1</td><td>1</td><td>0</td></tr></table> <p>The consultants recommended that we add 6 SRO’s (A.2.2.9) 1 Burglary Detective (A.2.2.7), 1 Sworn Missing Persons Detective (A.2.2.7), 1 Detective</p>		Budgeted	Actual	Vacant	Sworn Detectives	65	44	21	Sworn School Resource Officers	6	6	0	Sergeants	9	8	1	Civilian	28	23	5	Captain	1	1	0	Sworn Detectives	44	32	12	Sergeants	6	6	0	Civilian	6	5	1	Captain	1	1	0
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### **FLPD Planned Actions Regarding SafirRosetti Staffing Study**

		<p>Street Narcotics and 1 Sergeant (A.2.3.4) and 1 Sergeant in Major Narcotics (A.2.3.5). Such additions will be considered where possible once staffing increases and as staffing permits.</p> <p><b>Operations:</b> Since October 2004, <b>46</b> police officers have been hired. Efforts are continuous and on-going. Currently, 37 officers are in the training process. 3 officers will complete the process by the end of July 05; an additional 6 officers will complete the process by the end of August. 12 more officers will complete the training process by the end of 2005. As they complete training they will be assigned to understaffed areas.</p> <p><b>Support Services:</b> Records currently has <b>7</b> vacancies, 3 Senior Records Clerks and 4 Police Records Clerks; their staffing has been supplemented by the hiring of <b>3</b> part-time Records Clerks and by temporarily assigning <b>5</b> PSA hires to Records while they await the start of the PSA academy.</p> <p><b>Office of the Chief:</b> Grants Manager vacancy interviews have been held with selection to follow soon.</p>
<p><b>FLPD management staffing levels are not optimal for the effective implementation of a goal-oriented crime reduction strategy:</b></p> <ul style="list-style-type: none"> <li>• District Majors are not allocated dedicated second-in-commands</li> <li>• The Investigative Bureau Captains do not have dedicated second-in-commands</li> <li>• Patrol Captains are tasked to perform duties better handled by "Lieutenants"</li> <li>• The mission-critical process of filling the vacancies needs a dedicated, accountable manager to oversee the entire process from recruitment to deployment</li> </ul>	<p>The following management staffing changes to implement a goal-oriented crime reduction strategy:</p> <ul style="list-style-type: none"> <li>• Elevate three Captains to become Executive Officers of each District (reporting to the Major and accountable to the Assistant Chief).</li> <li>• Reinstitution the rank of "Lieutenant": <ul style="list-style-type: none"> <li>➢ Add four Lieutenants to the Investigative Bureau (two to report to each Division Captain)</li> <li>➢ Replace the three Captains elevated to Executive Officer with Lieutenants (and convert the six remaining Patrol Captain positions to "Lieutenant" positions over time)</li> <li>➢ Add a Lieutenant to the Support Services Bureau, Administrative Support Division to oversee recruiting, hiring, background and training process</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The Department concurs with the recommendations and will select three Captains to become Executive Officers for each of the District Majors.</li> <li>• The Department concurs with the addition of four "middle managers" to the Investigative Bureau. We will immediately begin work with the City Personnel Office to determine the feasibility of reinstituting the rank of Lieutenant. Criminal Investigations Division, 2 Lieutenants - 1 Crimes against property, 1 crimes against persons and Special Investigation Division, 2 Lieutenants - 1 Street Level Narcotics &amp; Major Narcotics, 1 Vice, Technical Services &amp; Strategic Investigations.</li> <li>• The Department concurs with the replacement of the three Executive Officers with three additional "middle managers."</li> <li>• The Department supports the addition of one Lieutenant or Captain to the Support Services Bureau, Administrative Support Division to oversee the recruiting, hiring, background and training process. A Support Services "Executive Officer" could oversee a newly created third unit for Recruiting, Hiring, Backgrounds and Training OR hire a civilian supervisor to oversee Payroll, Personnel and Alarms.</li> </ul>

### **1.3.2 Staff Utilization**

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Findings	Recommendations	FLPD Actions																														
<p><b>FLPD's current management of available sworn and civilian resources is not optimal for reducing crime (violent crime, property crime and total crime are up 28.7%, 18.9%, and 16.3% respectively from 2004 to 2005)</b></p> <ul style="list-style-type: none"><li><u>Current Patrol Deployments are:</u><ul style="list-style-type: none"><li>➤ determined too heavily on "Calls for Service"</li><li>➤ staffed 100% based on seniority (i.e. the most experienced and/or skilled officers are not necessarily deployed in the districts and shifts where they are most needed)</li><li>➤ determined on an annual basis (i.e. not managed with much flexibility)</li><li>➤ based on a four-days on/three days off work schedule with 10-hour shifts (a.k.a. the "4-10") which creates 52 less appearances a year for patrolmen and daily deployments that are not optimal in meeting the needs of a goal oriented crime reduction strategy</li></ul></li><li><u>Current Investigative Deployments are:</u><ul style="list-style-type: none"><li>➤ extremely limited past 5:00 p.m.<ul style="list-style-type: none"><li>▪ Significantly impacts</li></ul></li></ul></li></ul>	<p>FLPD should take the following actions to better manage resources to reduce crime:</p> <ul style="list-style-type: none"><li><u>Revise Patrol Deployments to be:</u><ul style="list-style-type: none"><li>➤ primarily determined based on crime incidents as part of a goal-oriented crime reduction strategy</li><li>➤ staffed 50% based on seniority and 50% based on management's review</li><li>➤ determined on a semi-annual basis and more flexibly managed to deploy resources for the needs of the Department as crime trends evolve during the course of the year</li><li>➤ consider returning to Five-Days on Two days off system with 8-hour shifts</li></ul></li><li><u>Revise Investigative Deployments to be:</u><ul style="list-style-type: none"><li>➤ properly staffed during evening and early morning hours.<ul style="list-style-type: none"><li>▪ All new hires to work night tours</li></ul></li><li>➤ better managed in functional units (please see analysis in APPENDIX):</li></ul></li></ul>	<p>As indicated below, the Department currently considers all "Crime Incidents" and calls for service when determining appropriate deployment of resources.</p> <table><tr><th>DIST</th><th>Calls for Service</th><th>% of Total</th><th>Part 1 Crime</th><th>% of Part 1</th><th>PT 1 % of District Total</th></tr><tr><td>1</td><td>37,583</td><td>28.2%</td><td>3,134</td><td>27.7%</td><td>8.3%</td></tr><tr><td>2</td><td>52,172</td><td>38.9%</td><td>4,255</td><td>37.7%</td><td>8.2%</td></tr><tr><td>3</td><td>44,210</td><td>32.9%</td><td>3,910</td><td>34.6%</td><td>8.8%</td></tr><tr><td></td><td>134,235 *</td><td></td><td>11,299</td><td></td><td></td></tr></table> <p><i>* Calls for service for deployment purposes only. Total calls for service were 228,540.</i></p> <p>In comparing the methodology utilized for determining the current 2004/2005 patrol staffing levels, with a methodology solely based on Part 1 crimes, we find no significant differences in deployment.</p> <p>Annual shift pick is a contractual issue and subject to collective bargaining. However, deployment allocations will be determined and continually reassessed based upon, at minimum, a mid-year review of crime trends and reallocation of resources will be implemented as needed.</p> <p>The Department is currently evaluating the recommendation and considering returning to a Five-Day, 8 hour shift deployment.</p> <p>To address the issue of nighttime deployment of CID Detectives, with increased staffing the Department will redeploy evening and night shift detectives as follows:</p> <p>1 Auto Theft Detective 1700-0100 1 Burglary Detective 1700-0100 1 Violent Crimes Det. 1700-0100 2 General Duty Detective hours will be changed from 1600-2400 to 2000-0400</p> <p>As recommended Arson and Fraud against the Elderly and Identity Theft will be investigated by the Economics Crime Unit. 1 vacancy in this unit is being filled.</p>	DIST	Calls for Service	% of Total	Part 1 Crime	% of Part 1	PT 1 % of District Total	1	37,583	28.2%	3,134	27.7%	8.3%	2	52,172	38.9%	4,255	37.7%	8.2%	3	44,210	32.9%	3,910	34.6%	8.8%		134,235 *		11,299		
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***FLPD Planned Actions Regarding SafirRosetti Staffing Study***

<p>levels of service to community</p> <ul style="list-style-type: none"><li>▪ Increases Detective response time</li><li>▪ Creates unnecessary overtime</li></ul> <p>➤ organized into functional units that handle certain crimes that, in some instances should be handled elsewhere</p>		<p>As recommended the Violent Crimes Unit will investigate Robberies and Aggravated Batteries and Assaults. Larcenies and Vandalisms are property crimes and will continue to be investigated by the Burglary Unit. 2 vacancies in the Burglary are being filled to balance the workload.</p> <p>A temporary duty detective assigned to Missing Persons will be permanently transferred to CID. Cases Involving persons missing under suspicious circumstances will be investigated by a detective assigned to the Homicide Unit.</p> <p>As recommended the temporary duty detective assigned to the Burglary Unit from the Special Victims Unit will be permanently assigned to the Burglary Squad. The Special Victims Unit will carry one additional vacancy.</p> <p>Recommended that as CID staffing levels rise that 2 Detectives be assigned to investigate gang related crime and gather intelligence. We presently have 2 CID and 1 SID Detective assigned to this function as part of their regular duties. They are also members of the Multi-Agency Gang Task Force.</p>
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## FLPD Planned Actions Regarding SafirRosetti Staffing Study

Findings	Recommendations	FLPD Actions
<p><b>FLPD's current utilization of the COMPSTAT process and management style of Senior Management is not optimal for reducing crime:</b></p> <ul style="list-style-type: none"> <li>The COMPSTAT process as currently practiced is: <ul style="list-style-type: none"> <li>not held frequently enough (monthly)</li> <li>not tied to clearly measurable crime reduction goals for middle managers who are held accountable to meet or exceed such goals</li> <li>not optimally tied to daily operations / crime reporting</li> </ul> </li> </ul>	<p>FLPD should take the following actions to improve COMPSTAT:</p> <ul style="list-style-type: none"> <li>Hold COMPSTAT meetings weekly</li> <li>Hold middle managers accountable for crime reductions in their respective areas of responsibility</li> <li>As an additional tool to support COMPSTAT and accountability, institute a personal accountability system database that tracks crime reduction and productivity per individual officer, unit and district and is utilized frequently as a tool for senior management to hold middle managers accountable for their role in reducing crime</li> <li>Improve crime analysis / records process so that COMPSTAT data is provided to the field on a daily basis</li> <li>Continuous management follow up on recommendations discussed at weekly COMPSTAT meetings</li> <li>Implement analysis of individual performance at COMPSTAT as part of Executive Staff evaluation process.</li> </ul>	<p>COMPSTAT:</p> <ul style="list-style-type: none"> <li>The Department will hold weekly COMPSTAT meetings incorporating the Criminal Investigations Division, the Special Investigations Division and the TAC unit in the process.</li> <li>The Department agrees with holding "middle managers" accountable for crime reduction in their respective areas of responsibility. The Department will better utilize the existing Performance Review (ie: merit raises, assignments, etc.) and disciplinary process to ensure accountability.</li> <li>The Department agrees that its current accountability system of monthly officer statistical sheets needs to be improved. The Department will immediately seek to identify and purchase a more modern and effective automated accountability system that tracks crime reduction and officer productivity, while ensuring the quality and integrity of the agency. The Information Management Division is compiling the individual productivity metrics required and will see if a report can be generated using current available systems; if not, the purchase of a new software program will be explored.</li> <li>Daily Part I crime reports are generated and available on FLPD Intranet but this requires employees to proactively get them; we are looking at alternative systems to automatically provide them via hard copy or e-mail.</li> <li>Management will be held accountable to follow up on recommendations discussed at weekly COMPSTAT meetings</li> <li>The Department agrees to implement analysis of individual performance at COMPSTAT as dimension to be measured in the present Performance Review process.</li> <li>CID will attend weekly COMPSTAT meetings and identify areas where the highest numbers of part 1 crimes have occurred in each patrol district. Intelligence data will be distributed by CID to the TAC Unit and patrol division. The intelligence will contain the names and descriptions of persons who reside in that area that have been previously arrested for narcotics violations or a part 1 crime in the past year. CID will also coordinate the service of arrest warrants in these target areas. A weekly Action Plan will be written for accountability.</li> <li>SID will conduct weekly COMPSTAT Meetings and identify the areas where the highest number of part 1 crimes occurred in each patrol district. Special narcotics and prostitution operations will be conducted in the target locations. A weekly Action Plan will be written for accountability.</li> </ul>

## FLPD Planned Actions Regarding SafirRosetti Staffing Study

### Certain general practices of the FLPD are not optimal:

- The FLPD *generally* deploys out of one headquarters building that closes at 5 p.m.
  - Not efficient for all officers to deploy out of one building
  - Department becomes less accessible to community (both location and hours)
  - Response times, already faced with difficulty due to freight train and other geographic issues, are further delayed by lack of district stations
- Due to the closing of the Jail and current arrangement with Broward County Sheriff's Office, processing time for arrests has increased significantly
- There are current potential "integrity soft spots"
  - No self-generated cases in Internal Affairs
  - Off-duty employment allows individual officers to negotiate any price above \$25/hr they can with individual private business and use department resources (vehicles, boats, etc.) with no financial benefit to the city
  - Evidence room physical security is lacking
  - Forfeiture fund control procedures are weak

FLPD should take the following actions (see Appendix):

- Consider opening up District stations within their respective geographic boundaries.
- Negotiate with BSO to transport arrestees
- Assign FLPD personnel to BSO facility to expedite booking process.
- Address the following issues:
  - Internal Affairs
    - Encourage self-generation of cases
  - Off-Duty employment rules
    - Implement a program where city has more control and is remunerated for the use of its resources
  - Evidence room security
    - Implement better physical security
  - Forfeiture fund
    - Implement better control procedures

- The Department currently has substations in each of the patrol districts but they are not staffed 24/7. The Department will consider the feasibility of staffing the substations fulltime.
- Negotiations with BSO regarding booking and transport services are on-going.
- Regarding the following issues:

**Internal Affairs** - FLPD Office of Internal Affairs aggressively and thoroughly investigates every complaint against Department employees. The Department will encourage Internal Affairs to initiate self-generated cases.

**Off-Duty employment** – Currently, all off-duty security details are documented and approved by command staff utilizing a detail request form. The Department will review the off-duty employment process to determine what additional controls can be implemented and the feasibility of remunerating the City for use of its resources.

**Evidence room security** – The Department is installing monitored and recorded video security in the Evidence Room.

**Forfeiture Fund** - as an accredited law enforcement agency, the Department has continually met appropriate standards for forfeiture procedures which includes semi-annual reports to the Florida Department of Law Enforcement and audits.



### **1.3.3 Staff Planning & Strategy**

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<b>Findings</b>	<b>Recommendations</b>	<b>FLPD Actions</b>
<p><b>FLPD's current "Police Department Three Year Plan" and "Six Month Update"<sup>1</sup> have generally appropriate goals, but are based on certain philosophies, strategies and metrics that are not optimal for reducing crime:</b></p> <ul style="list-style-type: none"> <li>• Goal # 3 to "Resume Proactive Approach to Quality of Life Issues" implies that such an approach is a resource dependent effort</li> <li>• Six Month Update sets forth that a 17% general increase in arrests and that other specific increases (or large numbers) of arrests due to various Action Plans and initiatives are a positive trend</li> <li>• Mention of strategies and/or plans to combat the sale of illegal narcotics (and related consequences) is conspicuously absent from the Three Year Plan or Six Month Update</li> </ul>	<ul style="list-style-type: none"> <li>• A proactive approach to "quality of life" issues is fundamental and should be ingrained as policy in all aspects of Department operations and recommend that all members of the department be held accountable for taking a proactive approach to quality of life issues in their daily duties regardless of staffing levels</li> <li>• Arrests are not an appropriate or reliable metric of department success and in many cases have a negative correlation with the most important metric: the Department's performance reducing crime</li> <li>• The sale of illegal narcotics generates multiple other crimes (i.e. violent crimes, prostitution, burglary). Targeted plans to combat the sale of narcotics can have positive effects throughout the city and are fundamental to a goal-oriented crime reduction strategy</li> </ul>	<p>The Department concurs that a proactive approach to "quality of life" issues is fundamental function for all police officers. The Department has a long history of utilizing proactive approaches to quality of life issues and has cultivated this philosophy throughout the department.</p> <p>Goal #3, of the "Six Month Update" refers to reinstituting quality of life <u>programs</u>.</p> <p>The Department concurs that increased arrests are not a reliable metric of overall Department success. The tracking of arrests as outlined in the "Six Month Update" pertained to the upward arrest trend after the reopening of the Fort Lauderdale Booking Facility, closed due to budget cuts.</p> <p>The Department concurs that the sale of illegal narcotics generates multiple other crimes. The Department conducts targeted narcotic enforcement plans to reduce crime and assist in our goal oriented crime reduction strategy. We will incorporate the ongoing narcotics enforcement plans into our goal oriented crime reduction strategy.</p> <p>SID conducts narcotic stings, and buy busts daily. The detectives also gather intelligence information and execute search warrants. Targets are selected by reviewing Part 1 crime data, citizen complaints, and intelligence data. In 2004 CID participated in 50 Action Plans in partnership with the Operations Bureau. To date in 2005 SID has participated in 37 Action Plans.</p> <p>Through the utilization of Compstat, SID will select areas for narcotic and prostitution enforcement and will coordinate their activity with the District Majors and TAC unit.</p>
<p><b>FLPD's current hiring plan will require significant efforts and should be specifically tied to a goal oriented crime reduction strategy:</b></p>	<ul style="list-style-type: none"> <li>• A strong manager should be hired in the Support Services Bureau to coordinate the entire process from recruitment to deployment in filling the</li> </ul>	<p>The Department supports the addition of a manager to the Support Services Bureau, Administrative Support Division to oversee the recruiting, hiring, background and training process</p>

**FLPD Planned Actions Regarding SafirRosetti Staffing Study**

<ul style="list-style-type: none"> <li>• Due to various issues, the Three Year Plan's goal of hiring approximately six officers per month in FY04/5 has not been met for the first half of the fiscal year so that, as of the time Six Month Update, FLPD must now hire 12 officers per month for the remainder of the fiscal year to meet its hiring goals</li> <li>• The Six Month Update recommends a "Supplemental Police Staffing Plan" funded through Citywide salary savings and that would target Part I Crime and quality of life issues in specific areas throughout the entire City</li> </ul>	<p>vacancies and making recommended hires</p> <ul style="list-style-type: none"> <li>• The Supplemental Police Staffing Plan should be considered and implemented based on a goal oriented crime reduction strategy that proactively measures monthly changes in crime as the metric by which the department is held accountable</li> </ul>	<p>Funds were allocated for the 2005/2006 Fiscal Year budget to support action plans specifically addressing the reduction of Part 1 crime.</p>
<p><b>FLPD's current technology plan has and will improve officer productivity and should be modified to better service a goal-oriented crime reduction strategy:</b></p> <ul style="list-style-type: none"> <li>• Recent system improvements include a replacement of the Dispatch/Records Management system, PC replacement and various network upgrades</li> <li>• Current and future projects include establishing a Booking Data Exchange with BSO Jail, upgrades to mobile data Terminals to improve field reporting and improvements to the city payroll system.</li> </ul>	<ul style="list-style-type: none"> <li>• COMPSTAT / Crime Analysis data should be made more frequently available and integrated with daily trend reporting (currently a separate database)</li> <li>• The department should consider the implementation of a personnel accountability database as a management tool to hold individual officers and middle managers accountable for crime reduction</li> </ul>	<ul style="list-style-type: none"> <li>• Daily Part I crime reports are generated and available on FLPD Intranet but this requires employees to proactively get them; we are looking at alternative systems automatically provide them via hard copy or e-mail.</li> <li>• The Information Management Division is compiling the individual productivity metrics required and will see if a report can be generated using current available systems; if not, the purchase of a new software program will be explored.</li> </ul>